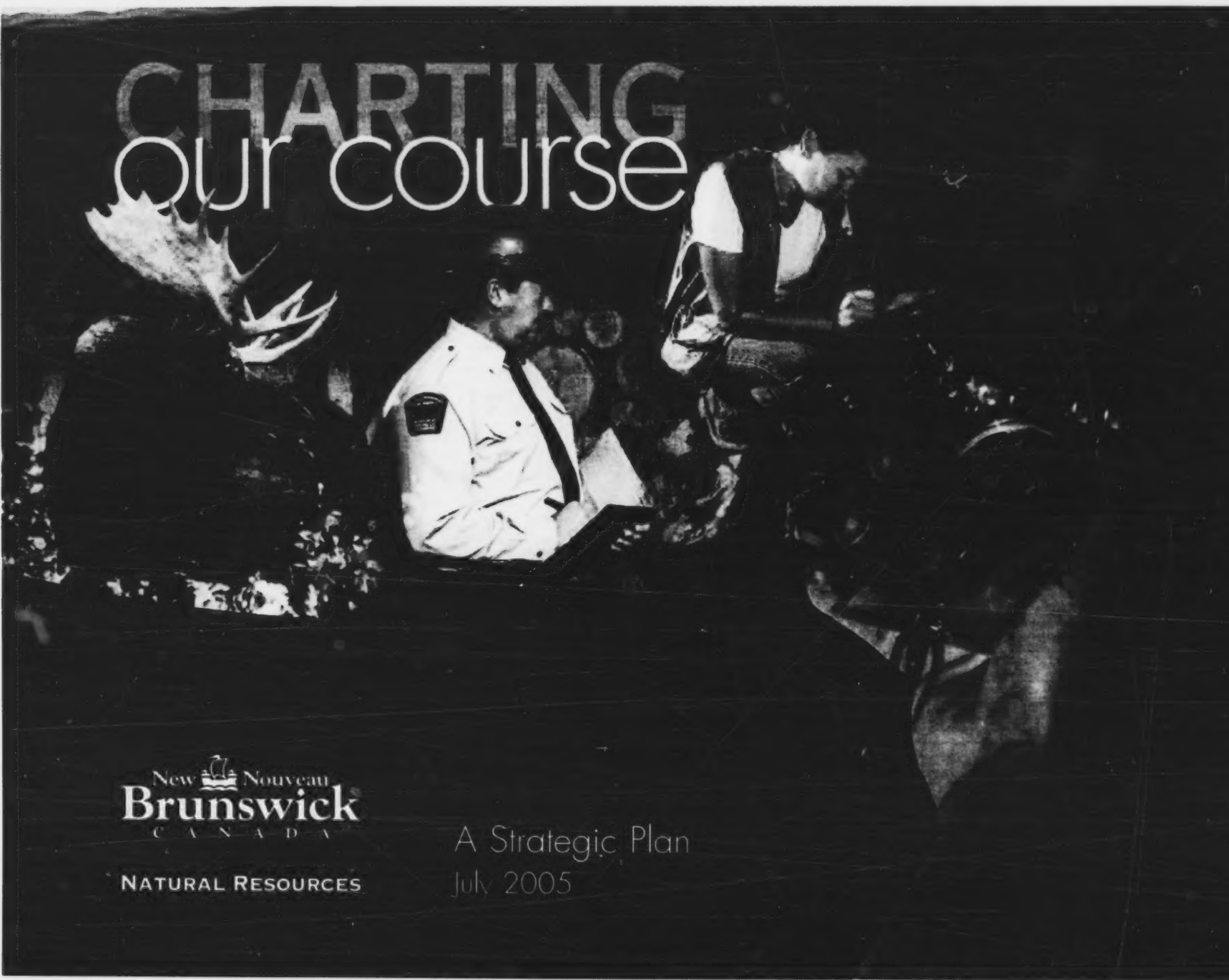




CHARTING our course

New  Nouveau
Brunswick
CANADA

NATURAL RESOURCES

A Strategic Plan
July 2005

For Further Information:

Call: (506) 453-3826
 Fax: (506) 444-4367
 E-mail: dnrweb@gnb.ca
 Web site: www.gnb.ca/0078/

Write us:**Natural Resources**

PO Box 6000, Fredericton NB E3B 5H1

**Or visit us at one of our many
 locations around New Brunswick:**

Maritime Forestry Complex

1350 Regent St., Fredericton
 (506) 453-3826

Region 1

2570 Rte. 180, South Tetagouche
 (506) 547-2075

Minerals Office

495 Riverside Dr., Bathurst
 (506) 547-2070

District 1-1

36 Notre-Dame St., Kedgwick
 (506) 284-3413

District 1-2

164 Arran St., Campbellton
 (506) 789-2336

Sub-Office

4621 Main St., Belledune
 (506) 237-3212

District 1-3

2566 Rte. 180, South Tetagouche
 (506) 547-2080

District 1-4

552 Rivière-la Truite St., Tracadie-Sheila
 (506) 394-3636

Region 2

80 Pleasant St., Miramichi
 (506) 627-4049

District 2-1

2681 Rte. 11, Saint-Laurent
 (506) 776-3830

District 2-2

80 Pleasant St., Miramichi
 (506) 627-4050

District 2-3

34 Northwest Rd., Sunny Corner
 (506) 836-7009

District 2-4

81 Main St., Blackville
 (506) 843-2908

District 2-5

497 Main St., Doaktown
 (506) 365-2001

District 2-6

10392 Rte. 134, Portage St-Louis
 (506) 876-3409
 78 Évangéline St., Bouctouche
 (506) 743-7300
 11547 Rte. 126, Rogersville
 (506) 775-2002

District 2-7

1100 Champlain St., Dieppe
 (506) 856-2344
 6 Milton Lane, Sackville
 (506) 364-4088

Region 3

and Forest Nursery
 3732 Rte. 102, Island View
 (506) 444-4888

District 3-1

15 Forest Ave., Chipman
 (506) 339-7019

District 3-2

37563 Rte. 2, Coles Island
 (506) 362-2705

District 3-3

5 Mill Rd., Petitcodiac
 (506) 756-3152

District 3-4

and Minerals Office
 207 Picadilly Rd., Sussex
 (506) 432-2008

District 3-5

1045 Main St., Hampton
 (506) 832-6055

District 3-6

1631 Rte. 7, Welsford
 (506) 486-6000

District 3-7

40 Brunswick St., St George
 (506) 755-4040

District 3-8

1485 Rte. 122, Skiff Lake
 (506) 279-6005

District 3-9

Ancillary Building
 1350 Regent St., Fredericton
 (506) 453-2345

Sub-Office

102 Pinder Rd., Nackawic
 (506) 575-6005

Sub-Office

80 Irishtown Rd., Stanley
 (506) 367-7677

Region 4

25 Guy St., Edmundston
 (506) 735-2040

District 4-1

11 Gagnon St., Saint-Quentin
 (506) 235-6040

District 4-2

137 Main St., Plaster Rock
 (506) 356-6030

District 4-3

9 Beech Glen Rd., Perth-Andover
 (506) 273-4797

Sub-Office

9299 Rte. 107, Bristol
 (506) 392-5105

District 4-4

564 St-Jean, Saint-Léonard
 (506) 423-3010

District 4-5

171 Olivier Boucher St., Edmundston
 (506) 735-2043

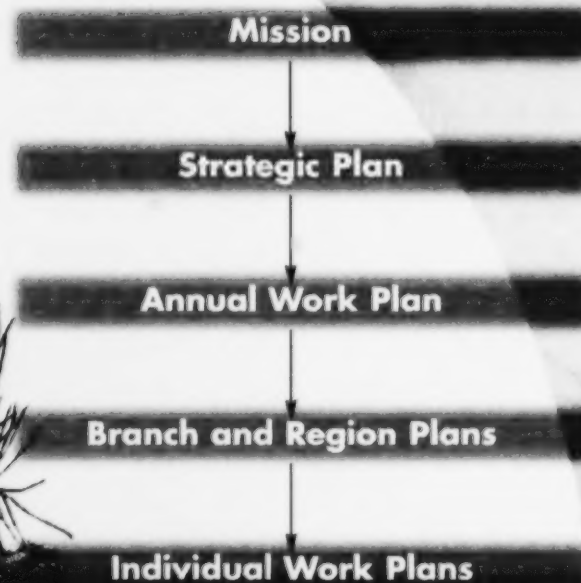


INTRODUCTION

As the Department responsible for the wise use of our natural resources, the Department of Natural Resources has an important role to play as Government strives to achieve its vision for the province. DNR's Strategic Plan describes how the Department plans to focus its resources over the next three to five years.

Our Strategic Plan includes a Mission statement that identifies the overall purpose of the Department. The Values guide the conduct of employees in carrying out the Department's Mission. The Department's core business areas or Key Result Areas (KRAs) are identified. The seven KRAs reflect the major categories of performance and responsibility where the Department must concentrate resources and efforts to successfully achieve our Mission. For each of these broad areas of responsibility, strategic goals and issues have been identified. These represent the high priority areas the Department will be addressing in the next three to five years. They are not intended to encompass all of the Department's responsibility areas but rather highlight areas that require special attention during this time.

As illustrated by the following diagram, the Strategic Plan provides the basis for our Annual Work Plan which describes in more detail the actions that will be taken to address the broad goals and strategic issues. The Strategic Plan clearly sets our course for the next three years and will guide us in the management of our natural resources that contribute greatly to the province's prosperity.



CHARTING
our course

MISSION STATEMENT

To manage the natural resources of the province in the best interest of its people.

OUR VALUES

1. We lead by example.
2. We keep our word.
3. We are open in our communication and accountable for our actions.
4. We respect each other and support each other's well-being.
5. We do our best everyday.
6. We manage our natural resources through our commitment to sustainable use, good stewardship, and public service.
7. We believe teams and partnerships build better solutions.
8. We encourage innovation and risk-taking.

KEY RESULT AREAS

1. Management of Crown Lands
2. Sustainable Forest Management
3. Sustainable Fish and Wildlife Management and Natural Diversity
4. Resource Protection
5. Aboriginal Communities
6. Management of Mineral and Petroleum Resources
7. Effective and Responsive Organization



CHARTING
OUR COURSE

KEY RESULT AREAS AND STRATEGIC GOALS

1. Management of Crown Lands:

- To provide social and economic opportunities on Crown land that are consistent with maintaining a naturally diverse and healthy environment.
- To protect and enhance the value of Crown land.

2. Sustainable Forest Management:

- To manage New Brunswick's forests in accordance with the objectives set out in "The New Brunswick Public Forest: Our Shared Future".
- To optimize the quantity and quality of wood supply that can be harvested in a sustainable manner from Crown lands while respecting non-timber values.
- To pursue the sustainable management of private forestlands.

3. Sustainable Fish and Wildlife Management and Natural Diversity:

- To protect and manage the full range of fish and wildlife species, habitat and biodiversity across the New Brunswick landscape.
- To sustainably manage consumptively-used fish and wildlife species.

4. Resource Protection:

- To protect our land and natural resources from unauthorized use.
- To protect New Brunswick's forests from fire, insect and disease.

5. Aboriginal Communities:

- To fulfill Government's fiduciary responsibility, including the integration of recognized Aboriginal and Treaty Rights, in natural resource management.

6. Management of Mineral and Petroleum Resources:

- To provide and maintain a comprehensive geoscience and mineral information database.
- To improve New Brunswick's competitive position for mineral and hydrocarbon exploration and development.
- To ensure that mineral and hydrocarbon resources are developed in a manner that is both responsible and fully beneficial to the socio-economic needs of New Brunswickers.

7. Effective and Responsive Organization:

- To foster an environment that supports and recognizes our employees.
- To provide quality service to the public through well-designed policies and effective program delivery.
- To effectively communicate with the public and stakeholders.

CHARTING
OUR COURSE

STRATEGIC ISSUES

1. Management of Crown Lands

- To provide social and economic opportunities on Crown land that are consistent with maintaining a naturally diverse and healthy environment.
- To protect and enhance the value of Crown land.

Strategic issues underlying strategic goals:

1.1 Balanced management of Crown land resources. The flora and fauna, soils and waters of our Crown lands support our economy and diverse social values. Crown lands provide fibre for the forest industry, land for mineral exploration and development, habitat for wildlife and wildlife populations, recreational opportunities, and values associated with biodiversity. There is a growing recognition of the important ecological functions that our Crown lands provide. A major challenge is to achieve an appropriate balance of uses with meaningful input from the public.

1.2 Responsible land ownership. DNR is responsible for the management of half of the land in New Brunswick. Our challenge is to fulfill our obligations in this regard through: maintaining a sound resource inventory; proper mapping; adequate boundary line maintenance; site reclamation; infrastructure maintenance and asserting land ownership.

2. Sustainable Forest Management

- To manage New Brunswick's forests in accordance with the objectives set out in "The New Brunswick Public Forest: Our Shared Future".
- To optimize the quantity and quality of wood supply that can be harvested in a sustainable manner from Crown lands while respecting non-timber values.
- To pursue the sustainable management of private forestlands.



CHARTING
OUR COURSE

Strategic issues underlying strategic goals:

2.1 Forest resource planning and development. The forest resources on Crown land belong to the people of New Brunswick and contribute significantly to our economy. DNR is entrusted to manage this public resource in our citizens' best interest to ensure that this valuable natural resource will be there for us tomorrow. This includes the efficient delivery of our oversight responsibilities. Our ongoing challenge is to achieve the optimal value from the use of our forests while reflecting public input and respecting existing objectives in a manner consistent with "The New Brunswick Public Forest: Our Shared Future".

2.2 Supply and demand of wood fibre in New Brunswick. The sustainable supply of quality wood fibre is insufficient to meet current demands. For example, imports, which supply approximately 12 percent of industry's requirements, are not secure and may decrease as other jurisdictions are increasing their own utilization. Increasing demands to manage for values other than fibre affects the sustainable supply from Crown forests. There is also a surplus of low quality fibre that has to be addressed. Our challenge will be to find markets and develop uses for low quality fibre produced when harvesting for quality material.

2.3 Sustainable forest management on private woodlots. Over one third of the province's wood supply flows from private woodlots. Our challenge is to achieve the sustainable management of private woodlots on a province-wide scale through building better partnerships with stakeholders.

3. Sustainable Fish and Wildlife Management and Natural Diversity

- *To protect and manage the full range of fish and wildlife species, habitat and biodiversity across the New Brunswick landscape.*
- *To sustainably manage consumptively-used fish and wildlife species.*

Strategic issues underlying strategic goals:

3.1 Conserving plant and animal communities on Crown land. Strategies are in place to manage fish and wildlife resources on Crown land. In addition to species of traditional interest, management of natural systems now includes species at risk and biodiversity values. We are challenged with continuously evaluating the effectiveness of our strategies.

3.2 Conserving plant and animal communities on private land. While Crown land is managed to maintain a range of plant and animal communities, more work needs to be undertaken on private land as it makes up one half of the province. Our challenge is to encourage and promote the conservation of plant and animal communities on private land, including biodiversity and species at risk values, using a both a partnership and stewardship approach.

3.3 Implementation of Protected Natural Areas Strategy. A provincial network of Protected Natural Areas has been established to protect biodiversity. The development of management plans and the establishment of new sites through the fine filter approach are key priorities of implementation.



CHARTING
OUR COURSE

4. Resource Protection

- To protect our land and natural resources from unauthorized use.
- To protect New Brunswick's forests from fire, insect and disease.

Strategic issues underlying strategic goals:

4.1 Increasing demands for enforcement services. DNR's resource protection role covers a broad range of responsibilities including: fish and wildlife protection; wood theft; motorized and non-motorized trail management; monitoring compliance of land use agreements; and enforcing legislation of other agencies. Our continuing challenge is to deploy limited financial and human resources to meet growing demands while continuing to improve the delivery of enforcement services.

4.2 Protecting our forests from fire, insect and disease. Meeting our sustainable resource management objectives for both fibre and non-fibre (including diversity of species, forest community types and age-class structures) requires that we reduce the susceptibility of the forest to threats from fire, and outbreaks of insects and disease. This includes the integration of new technologies for forecasting and preparedness planning and that we sustain appropriate control programs. The challenge is to deliver an acceptable level of protection with limited financial resources. Climate change, and possible global warming, brings new challenges to the protection of the forests from insect, disease and fire damage.

5. Aboriginal Communities

- To fulfill Government's fiduciary responsibility, including the integration of recognized Aboriginal and Treaty Rights, in natural resource management.

Strategic issues underlying strategic goals:

5.1 Improved relationships with Aboriginal communities. It is critical to our role as natural resource managers that, within the broader context of Government's responsibilities, we continue to build partnerships with Aboriginal communities; recognizing and accommodating defined Treaty Rights and fiduciary obligations.



CHARTING
OUR COURSE

6. Management of Mineral and Petroleum Resources

- To provide and maintain a comprehensive geoscience and mineral information database.
- To improve New Brunswick's competitive position for mineral and hydrocarbon exploration and development.
- To ensure that mineral and hydrocarbon resources are developed in a manner that is both responsible and fully beneficial to the socio-economic needs of New Brunswickers.

Strategic issues underlying strategic goals:

6.1 Declining base-metal reserves in the Bathurst district. The mining industry is an important economic engine for New Brunswick. Base metal ore reserves (zinc, lead, copper) at Brunswick Mine are rapidly being depleted and new ore bodies need to be found. Although the Bathurst Mining Camp has been extensively explored in the near surface, there is a significant potential to locate economic deposits at greater depths using advanced exploration technology. A multi-year government grant program has been introduced to assist industry in applying this technology to the Bathurst Mining Camp.

6.2 Diversification of mineral exploration activities. New Brunswick is a good place to search for base metals. Several such deposits have been discovered in the Bathurst district. Recent discoveries of gold, potash, and hydrocarbon resources in other parts of the province reflect New Brunswick's geological diversity. It is expected that interest in these minerals and mineral fuels will continue to grow as a result of the exploration success to date. DNR's acquisition of relevant geoscientific data is necessary to support the growth of investment by the exploration industry for these commodities in New Brunswick.

6.3 Position New Brunswick as a mineral exploration and development destination. New Brunswick finds itself competing for scarce exploration and development dollars in an ever expanding global marketplace. Our challenge is to enhance our competitive position by making New Brunswick's mineral and hydrocarbon information digitally available over the internet and ensuring our regulatory regime is streamlined and efficient.

6.4 Management of petroleum resource activity. Interest in New Brunswick's petroleum resources has increased significantly since the construction of the Maritimes and Northeast pipeline and the discovery and production of natural gas. In support of this activity, developing a comprehensive, less prescriptive and more transparent regulatory framework to encourage exploration and development for hydrocarbons is paramount.



CHARTING
OUR COURSE

7. Effective and Responsive Organization

- *To foster an environment that supports and recognizes our employees.*
- *To provide quality service to the public through well-designed policies and effective program delivery.*
- *To effectively communicate with the public and stakeholders.*

Strategic issues underlying strategic goals:

7.1 Core business focus. As we continue to face constraints on our financial and human resources, it is critical that our activities clearly focus on the Department's key priorities. These priorities must be effectively communicated to staff. As priorities continue to change, the Department will have to be able to respond accordingly.

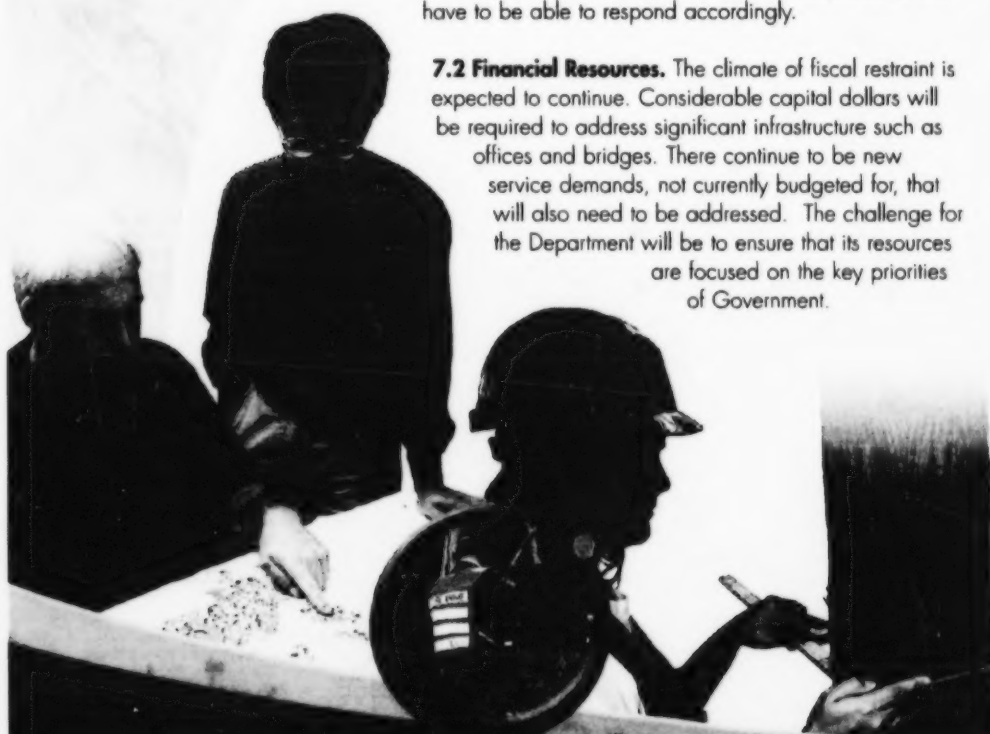
7.2 Financial Resources. The climate of fiscal restraint is expected to continue. Considerable capital dollars will be required to address significant infrastructure such as offices and bridges. There continue to be new service demands, not currently budgeted for, that will also need to be addressed. The challenge for the Department will be to ensure that its resources are focused on the key priorities of Government.

7.3 Improving efficiencies and quality of service. Within a continued climate of fiscal restraint, it is critical to improve efficiencies in program delivery and quality of service and remain responsive to the changing environment in which we conduct our business. Opportunities to improve effectiveness and consistency that need to be explored include: streamlining systems; enhancing integration with regional operations; building partnerships; and increasing emphasis on public education and awareness.

7.4 Supporting our workforce. The workplace has become more complex as demands on staff continue to grow. It is critical that we fully support our workforce by: ensuring the right people are in the right jobs; establishing clear priorities; providing necessary tools and resources; implementing appropriate training – including the improvement of our management skills; encouraging an environment of continuous learning and innovation; and improving our internal communications.

7.5 A technologically enabled Department. We depend on up-to-date information and technology to do our work and provide services to customers. Ongoing investments are needed to manage information and develop electronic services so that we can respond to integrated business strategies and e-government priorities. Our challenge is to develop and support innovative and cost-effective ways to provide the right information and technology to the right people at the right time.

7.6 Improved public awareness and consultation in support of programs. There is an increasing expectation from the public and stakeholders to be involved in public policy that affects natural resource management. Our challenge is to engage the public and stakeholders in a way that is both appropriate and meaningful. We should also provide opportunities to increase the public's awareness of the Department's roles and responsibilities.



CHARTING
OUR COURSE

